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Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Budget performance for the period from 1 July 2015 to 30 June 2016 and proposed budget for the period from 1 July 2017 to 30 June 2018 of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Report of the Advisory Committee on Administrative and Budgetary Questions

Appropriation for 2015/16	$923,305,800
Expenditure for 2015/16	$923,193,800
Unencumbered balance for 2015/16	$112,000
Appropriation for 2016/17	$933,411,000
Projected expenditure for 2016/17[a]	$933,411,000
Projected underexpenditure for 2016/17[a]	$0
Proposal submitted by the Secretary-General for 2017/18	$1,077,552,000
Recommendation of the Advisory Committee for 2017/18	$1,060,867,900

[a] Estimates as at 28 February 2017.

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I. Introduction

1. **The recommendations of the Advisory Committee on Administrative and Budgetary Questions in paragraphs 31, 37 to 46, 50, 58, 60, 62, 64 and 65 below would entail a reduction of $16,684,100 in the proposed budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) for the period from 1 July 2017 to 30 June 2018, as set out in the report of the Secretary-General (A/71/842).** The Advisory Committee has made recommendations and observations on specific issues, where appropriate, in the paragraphs below.

2. During its consideration of the report of the Secretary-General on the budget for MINUSMA for the period from 1 July 2017 to 30 June 2018 (A/71/842), the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses dated 17 April 2017. The documents reviewed and those used for background information by the Committee in its consideration of the financing of MINUSMA are listed at the end of the present report. The comments and recommendations of the Committee on the findings of the Board of Auditors on United Nations peacekeeping operations and on cross-cutting issues related to United Nations peacekeeping operations can be found in its related reports (see A/71/845 and A/71/836, respectively). The observations and recommendations of the Board pertaining specifically to MINUSMA are discussed in paragraph 10 below.

II. Budget performance report for the period from 1 July 2015 to 30 June 2016

3. The mandate of MINUSMA was established by the Security Council in its resolution 2100 (2013) and extended by the Council in subsequent resolutions. The mandate for the performance period of 1 July 2015 to 30 June 2016 was provided by the Council in its resolution 2227 (2015) of 29 June 2015, in which the Council also increased the authorized troop ceiling to 11,240 military personnel (including 40 additional military observers) and 1,440 police personnel.

4. The General Assembly, in its resolution 69/289 B of 25 June 2015, appropriated an amount of $923,305,800 gross ($912,309,000 net) for the maintenance of the Mission for the period from 1 July 2015 to 30 June 2016. The total amount has been assessed on Member States. Expenditure for the period totalled $923,193,800 gross ($911,129,700 net) which is $112,000 lower than the amount appropriated by the Assembly, and corresponds to a budget implementation rate of almost 100 per cent.

5. The table contained in section III.A of the report of the Secretary-General on the budget performance of MINUSMA (A/71/690) indicates that the underexpenditure for the period from 1 July 2015 to 30 June 2016 is the net result of reduced requirements of $29,274,700 or 6.5 per cent under operational costs offset by overexpenditure of $23,100,600 or 6.9 per cent under military and police personnel costs owing to the increased authorized troop levels and $6,062,100 or 4.4 per cent under civilian personnel costs.

6. An analysis of variances is provided in section IV of the report of the Secretary-General. The reduced requirements for operational costs were primarily attributable to: (a) air transportation, a decrease of $33,324,700 or 22.3 per cent, owing mostly to lower costs for unmanned aerial systems, delayed deployment of aircraft and lower fuel prices; (b) facilities and infrastructure, a decrease of

$15,882,700 or 11 per cent, owing mainly to the cancellation of construction of minor camps, reprioritization of expenditure with respect to the acquisition of supplies and reduced requirements in security; and (c) ground transportation, a reduction of $3,050,100 or 14.2 per cent, owing to reduced requirement for the acquisition of vehicles and spare parts (A/71/690, paras. 76, 73 and 75). The reduced requirements were partially offset by, inter alia, increased requirements under information technology amounting to $10,528,000 (or 62.8 per cent). Upon enquiry, the Advisory Committee was informed that the increased expenditure was mainly due to unforeseen and unbudgeted requirements such as charges of $5.5 million for the memorandum of understanding for the All Sources Information Fusion Unit for the period until December 2015 and $5.1 million for Kidal camp protection. Additionally, Internet services were charged under this budget line in the amount of $1.7 million, but budgeted under commercial communication and this is partially offset by services for internationally contracted personnel in the amount of $2.6 million budgeted under this budget line but charged under information technology maintenance and repair equipment.

7. The lower expenditures for operational costs were also partially offset by increased requirements for military and police personnel in the amount of 23,100,600 or 6.9 per cent which were attributable primarily to: (a) lower actual average vacancy rate of 5.3 per cent compared with the budgeted rate of 10 per cent, combined with additional requirements with respect to travel on emplacement, rotation and repatriation owing to the utilization of commercial chartered flights; (b) death and disability compensation owing to the increased injuries and fatalities suffered by contingent personnel; and (c) higher reimbursement than anticipated for contingent-owned major equipment and self-sustainment owing to the higher level of capability of equipment deployed to the Mission than anticipated and to the payment of accommodation penalties for the non-provision of hard-wall accommodation to troops from contributing countries as a result of the delayed construction of camps (ibid., para. 62).

8. The increased requirements for civilian personnel costs of $6,062,100 or 4.4 per cent, occurred under: (a) national staff in the amount of $3,997,000, owing to the lower actual vacancy rates for national General Service staff and National Professional Officers of 10.8 per cent and 17.4 per cent, compared with the budgeted rates of 35 per cent and 30 per cent, respectively; (b) international staff, in the amount of $898,900 owing to the lower actual average vacancy rate of 16 per cent compared with the budgeted rate of 20 per cent; (c) United Nations Volunteers, in the amount of $636,300 owing to the implementation of the new conditions of service; and (d) general temporary assistance, amounting to $587,300 owing to the engagement of general temporary assistance related to Umoja, including the decommissioning of Galileo, and the Mission post classification exercise (ibid., paras. 66 to 69).

9. The comments and recommendations of the Advisory Committee on the information in the performance report (A/71/690) on individual objects of expenditure can be found, where relevant, in the discussion of the proposed budget for the period from 1 July 2017 to 30 June 2018 (A/71/842) in section IV below.

Matters pertaining to the report of the Board of Auditors for the period 1 July 2015 to 30 June 2016

10. In considering the report of the Secretary-General on the financing of MINUSMA, the Advisory Committee also had before it the report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2016 (A/71/5 (Vol. II)). In its report, the Board made observations and recommendations pertaining to MINUSMA, including: (a) that

MINUSMA was among the three large missions which made the most use of redeployments and had the fewest differences between budget and expenditures: a possible explanation being that redeployment facilitates the expenditure of remaining funds (see A/71/5 (Vol. II), para. 68); (b) erroneous posting of commitments between groups 1 and 2, amounting to $3.09 million (ibid., para. 56); (c) a low score on the property management performance index (ibid., para. 100); (d) security weaknesses at the data centre facility (ibid., para. 306); (e) a case of theft involving 35 stolen air-conditioning units and soldering rods, although, as a result of insufficient documentation of property, MINUSMA was unable to verify the value of possible losses resulting from additional alleged thefts. Upon enquiry, the Advisory Committee was informed that MINUSMA has instituted improvements to its inventory management (ibid., paras. 116 to 122). **The Advisory Committee trusts that the recommendations of the Board of Auditors will be implemented expeditiously.**

III. Information on performance for the current period

11. The Advisory Committee was informed that, as at 1 January 2017, a total of $3,536,083,200 had been assessed on Member States in respect of the Mission since its inception. Payments received as at that date amounted to $3,457,845,000, leaving an outstanding balance of $78,238,200. As at 27 March 2017, the Mission had available cash resources of $473,397,500; after taking into consideration a three-month operating cash reserve of $199,652,500, the balance in remaining cash amounted to $273,745,000. **The Advisory Committee recalls that the General Assembly has consistently stressed that all Member States should fulfil their financial obligations as set out in the Charter of the United Nations, on time, in full and without conditions.**

12. The Advisory Committee was further informed that as at 1 January 2017, payments totalling $168,836,300 had been made in 2016 for troop reimbursement costs up to October 2016. As at 31 January 2017, payments totalling $116,831,900 had been made for contingent-owned equipment up to 30 September 2016, and the balance owed amounted to $68,480,800.

13. In respect of claims for death and disability compensation, since the inception of the Mission, an amount of $5,045,700 had been paid for 106 claims as at 22 March 2017. The Advisory Committee was informed that there were 14 pending claims. Upon enquiry, the Committee was provided with the following information on casualties and fatalities in MINUSMA between July 2013 and April 2017:

Year	*Casualties*	*Fatalities*
2013	17	6
2014	160	40
2015	134	32
2016	125	38
2017	11	3
Total	**447**	**119**

14. The Advisory Committee was further informed that of the 119 fatalities, 84 had been caused by hostile acts, including mortar attacks, improvised explosive devices and/or mines and armed attacks; and 35 resulted from other causes,

including illness, accidents and occupational hazards. **The Advisory Committee expects that the outstanding claims will be settled expeditiously.**

15. The Advisory Committee was also informed that, as at 28 February 2017, the incumbency in MINUSMA was as follows:

Category	*Approved authorized*[a]	*Encumbered*	*Vacancy rate (percentage)*
Military observers	40	37	7.5
Military contingent personnel	13 249	10 794	18.5
United Nations police officers	380	293	22.9
Formed police unit personnel	1 540	972	36.9
International staff	727	637	12.4
National staff	814	705	13.4
International staff positions[b]	2	2	–
United Nations Volunteers	182	155	14.8
Government-provided personnel	16	7	56.3

[a] Represents the highest authorized strength for the period.
[b] Funded through general temporary assistance.

16. With respect to the current and projected expenditures for the period from 1 July 2016 to 30 June 2017, the Advisory Committee was informed that as at 28 February 2017, expenditures for the period were estimated at $664,621,600, or 71.2 per cent of the appropriation. At the end of the current financial period, the estimated total expenditures would amount to $933,411,000 against an appropriation of $933,411,000, leaving no projected underexpenditure.

17. The budget for the 2016/17 period, as approved by the General Assembly in its resolution 70/113 B, had been developed to support the Mission's mandate authorized under the terms of Security Council resolution 2227 (2015), with an authorized strength of 11,240 military personnel, including 40 military observers. The Security Council, in its resolution 2295 (2016) of 29 June 2016, increased the force levels by adding 2,049 military and 480 police personnel. The Advisory Committee was informed that the Secretary-General intends to request supplementary funding to cover the increase in troops and police; the recruitment of 48 general temporary positions (authorized by the Controller on 15 March 2017); the deployment of helicopters with MEDEVAC capability at night; and the completion of construction of the Mopti and Goa camps. The Committee was further informed that resources amounting to $3.5 million have already been redeployed.

18. In addition, the Advisory Committee was informed of expenditures related to information technology. As at 28 February 2017, the expenditure under this item amounted to $32,868,100 against an apportionment of $13,342,000 for the entire period 2016/17.

IV. Proposed budget for the period from 1 July 2017 to 30 June 2018

A. Mandate and planned results

19. In its resolution 2295 (2016), the Security Council authorized the most recent extension of the mandate of MINUSMA until 30 June 2017 and increased the troop level to 13,289 military personnel (including 40 additional military observers) and 1,920 police personnel. The Mission is mandated to help the Council achieve an overall objective of long-term peace and stability in Mali (A/71/842, paras. 1 and 2).

20. A summary of the planning assumptions and mission support initiatives is presented in paragraphs 6 to 62 of the report of the Secretary-General on the proposed budget for 2017/18 (A/71/842). The report indicates that the proposed budget for 2017/18 is guided by the Mission mandate, as reaffirmed by the Security Council in resolution 2295 (2016), the peace agreement of 20 June 2015, the strategic review conducted in 2016 (contained in S/2016/498), and the United Nations Peacebuilding and Development Assistance Framework for the period 2015-2019 (A/71/842, para. 9).

21. In this context, MINUSMA will focus on: (a) the political aspects of the peace agreement by supporting the interim authorities, the gradual restoration and extension of State authority and the elections; (b) improving the security situation in the north of Mali, including through the continuation of the cantonment and disarmament, demobilization and reintegration process, supporting the Operational Coordination Mechanism and mixed battalions as well as the redeployment of Malian Defence and Security Forces in the northern and central regions; (c) consolidating a sustainable peace through early recovery activities undertaken in close collaboration with the United Nations country team; (d) strengthening its presence and activities in northern and central Mali; and (e) continued and sustained provision of efficient support for the implementation of the Mission mandate, including through the full establishment of a Supply Chain Management pillar, the establishment of Gao as the main distribution hub for Sectors East and North, and improving camp protection services in Kidal and Gao, as well as improving aviation services in Tessalit, Kidal, Gao, Timbuktu and Mopti (ibid., para. 10).

B. Regional cooperation and partnerships

22. The Secretary-General indicates in his report that the international community will continue to play a significant role in the successful implementation of the Peace Agreement by maintaining a common vision with all key international partners, notably the African Union through its African Union Mission for Mali and the Sahel, the Group of Five for the Sahel (G-5 Sahel), the Economic Community of West African States and the European Union, as well as Algeria, France, States in the subregion and others with influence over the parties, such as the Niger (ibid., para. 63).

23. The report also indicates that, following the assessment mission of the African Union in Mali in 2016 to explore the feasibility of the deployment of an intervention force to counter terrorist and transnational organized crime in the north of the country, and the meeting of the Heads of States of G-5 Sahel, held in February 2017, MINUSMA will closely engage with the African Union and G-5 Sahel on planning and resource requirements to ensure the complementarity of mandates and the proper sequencing of initiatives (ibid., para. 65).

C. Resource requirements

24. The proposed budget for MINUSMA for the period from 1 July 2017 to 30 June 2018 amounts to $1,077,552,000, representing an increase of $144,141,000 or 15.4 per cent, compared with the appropriation of $933,411,000 for 2016/17. The proposed increase in requirements is attributable to increases under: (a) military and police personnel ($82,792,300 or 22.4 per cent); (b) civilian personnel ($12,487,100 or 8.8 per cent); and (c) operational costs ($48,861,600 or 11.6 per cent). The report of the Secretary-General on the proposed budget provides the financial resource requirements for the period 2017/18 and an analysis of the variances (A/71/842, sects. II and III).

I. Military and police personnel

	Authorized 2016/17[a]	*Proposed 2017/18*	*Variance*
Military observers	40	40	–
Military contingent personnel	13 249	13 249	–
United Nations police officers	380	350	(30)
Formed police unit personnel	1 540	1 570	30
Total	**15 209**	**15 209**	–

[a] Represents the highest authorized strength for the period.

25. The estimated requirements for military and police personnel for the period from 1 July 2017 to 30 June 2018 amount to $451,940,900, an increase of $82,792,300 or 22.4 per cent, compared with the apportionment for 2016/17. The proposed increase is attributable mainly to an increase in the authorized level of uniformed personnel (as indicated in para. 15 above, as at 28 February 2017, the incumbency of the military contingent was 10,794 against the authorized ceiling of 13,249 personnel) and an increase in the rate of reimbursement to troop-contributing countries to $1,410 per person per month effective 1 July 2017, as approved by the General Assembly in its resolution 68/281, compared to the budgeted rate of $1,365 for the 2016/17 period. A delayed deployment factor of 10 per cent has been applied in the computation of military contingent personnel costs.

26. Upon enquiry, the Advisory Committee was informed that the military component of the Mission (the Force) plans to significantly improve its intelligence-gathering and analysis capabilities. On 1 January 2017, MINUSMA merged the All Sources Information Fusion Unit and the Force headquarters intelligence section to create a robust intelligence section providing the Force Commander with timely and accurate tactical and operation intelligence in support of the Mission's mandate. In addition, the Force planned, designed and installed a multilayer information-sharing network within the Mission's Secure Network, a secured platform that all pillars of the Mission can view, share and use to produce serialized intelligence reports.

27. As regards the accommodation penalties paid to troop- and police-contributing countries, the Advisory Committee was informed that in the Contingent-Owned Equipment Manual, it is stated that "when the United Nations is unable to provide permanent, semi-rigid or rigid accommodation for a contingent after six months in tents, the troop/police contributor will be entitled to receive reimbursement at both the tentage and accommodation self-sustainment rates" (chap. III, annex B, para. 36). The Secretary-General indicates that the total penalty paid by MINUSMA to troop and police contributors amounted to $4,571,927 in 2015/16 and $1,282,969 for the period from 1 July to 31 December 2016.

28. The Advisory Committee was further informed that all troop contingents and formed police units in Sector North and Sector East are presently accommodated in hard-wall (prefabricated buildings) and adequate bunkers have been constructed in all locations, while in Sector West, construction of hard wall accommodation is ongoing and is expected to be completed in the next three to six months to accommodate all the troops and formed police units.

29. **The Advisory Committee welcomes the efforts made by the Mission to provide safe housing conditions to uniformed personnel and trusts that the additional troops and police personnel authorized by the Security Council in its resolution 2295 (2016) will be accommodated in permanent, semi-rigid or rigid accommodation within a six-month period following their deployment.**

30. Upon enquiry regarding the calculation for the budgeted standard troop cost reimbursement for uniformed personnel, the Advisory Committee was informed that:

(a) A budgeted vacancy rate of 10 per cent was applied to the standard troop cost reimbursement rate of $1,410 per month per person for military contingent personnel ($189,667,278) and an estimated contingent-owned equipment shortfall ($10,557,200) was calculated on the basis of the data for the first two quarters of 2016, to arrive at the net requirement of $179,110,078;

(b) A budgeted vacancy rate of 20 per cent was applied to standard reimbursement cost of $1,410 per month per person for formed police unit personnel ($21,251,520) and an estimated contingent-owned equipment shortfall ($995,200) was calculated the basis of the data for the first two quarters of 2016, to arrive at the net requirement of $20,256,320.

31. **Considering that the delayed deployment factors for military contingents and for formed police units were 18.5 per cent and 36.9 per cent, respectively, as at 28 February 2017, the Advisory Committee is of the view that the monthly requirements for standard troop reimbursement might need to be adjusted according to further assumptions regarding the delayed deployment factors and the phased deployment plan. The Advisory Committee recommends that the new calculation be provided to the General Assembly at the time of its consideration of the present report. Any related operational costs should be adjusted accordingly.**

32. **Subject to the observations and recommendations contained in paragraph 31 above, the Advisory Committee recommends approval of the resources requested for military and police personnel for 2017/18.**

2. Civilian personnel

Category	*Approved 2016/17*	*Proposed 2017/18*	*Variance*
International staff	727	822	95
National staff[a]	814	903	89
Temporary positions[b]	2	2	–
United Nations Volunteers	182	190	8
Government-provided personnel	16	19	3
Total	**1 741**	**1 936**	**195**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded through general temporary assistance.

33. The estimated requirements for civilian personnel for the period from 1 July 2017 to 30 June 2018 amounts to $154,775,700, representing an increase of $12,487,100, or 8.8 per cent compared with the apportionment for 2016/17. The proposed increase is mostly attributable to:

(a) International staff: an increase of $11,788,200 or 9.9 per cent, owing to the proposed net increase of 95 international posts from 727 to 822 personnel. A vacancy rate of 15 per cent has been applied in the computation of international staff costs;

(b) United Nations Volunteers: increased requirements of $415,000 or 5.9 per cent, owing to the proposed net increase of eight United Nations Volunteer positions, from 182 to 190, combined with the application of the lower vacancy rate of 20 per cent in the computation of costs relating to Volunteers in the 2017/18 period compared to the budgeted rate of 25 per cent for the 2016/17 period;

(c) National staff: an increase of $143,100 or 1 per cent is attributable to the proposed net increase of four National Professional Officers and 85 national General Service staff, which would be partially offset by the application of the higher vacancy rates of 20 per cent for National Professional Officers and 15 per cent for national General Service staff, compared to vacancy rates of 15 per cent and 10 per cent, respectively, applied for the 2016/17 period.

34. The proposed civilian staff complement of the Mission would comprise 1,936 personnel, including 824 international staff and 903 national staff, 190 UN volunteers and 19 government-provided personnel. The proposed changes would include the following:

(a) The establishment of 198 posts and positions (1 D-1, 6 P-5, 18 P-4, 15 P-3, 1 P-2, 59 Field Service, 4 National Professional Officer, 86 national General Service and 8 United Nations Volunteer), as well as 3 government-provided personnel;

(b) The abolishment of 6 posts (5 Field Service and 1 national General Service);

(c) The redeployment of 147 posts and positions (1 P-5, 1 P-4, 6 P-3, 48 Field Service, 5 National Professional Officer, 66 national General Service and 20 United Nations Volunteer);

(d) The reassignment of 12 posts and 1 position (2 P-5, 1 P-4, 2 Field Service, 1 National Professional Officer, 6 national General Service, 1 United Nations Volunteer) and the reclassification of 1 post (1 P-4).

35. These changes reflect, for the most part, efforts to reorganize and reinforce the Mission Support Division in line with the global field support strategy and the troop increase and to develop the presence of the Mission outside Bamako. A summary of the proposed staffing changes is annexed to the present report. These would include:

(a) Under Executive direction and management, an increase of nine posts, including one Risk Management Officer P-4 post in the Office of the Chief of Staff (see para. 37 below) and one Chief of the Board of Inquiry Unit P-4 post, both in Bamako; two P-3 posts in the Joint Operations Centre, in Mopti and Timbuktu, respectively; two National Professional Officer posts for Public Information, in Mopti and Ménaka, respectively; one Head of Field Office P-5 post in Ménaka and two Coordination Officer P-4 posts, in Gao and Kidal, respectively;

(b) Under component 1: political reconciliation and implementation of the peace agreement, a net increase of three international posts of Political Affairs Officer: one P-5 to support the implementation of the peace agreement in Bamako

(see para. 38 below), one P-5 in Mopti and one P-4 in Timbuktu (A/71/842, para. 84);

(c) Under Mission support, a net increase of 85 international posts, 87 national posts and 7 United Nations Volunteer positions would mostly reflect the establishment of nine new units, including: (i) four units in the Office of the Director of Mission Support (Business Performance Management Unit; Risk Management and Compliance Unit; Occupational Health and Safety Unit; and Welfare Unit); (ii) four units in the Supply Chain Management section (Office of the Chief of Supply Chain Management, Centralized Acquisition Unit, Life Support Unit and Central Warehouse Unit);[1] and (iii) one unit in the Service Delivery section (Central Passenger Booking Unit) (see A/71/842, para. 103);

(d) In the Security Section, the establishment of new 79 posts (36 international and 43 national).

36. With regard to the distribution of current and proposed civilian staff, by location (excluding government-provided personnel), the Advisory Committee was provided with the table below:

Distribution of current and proposed civilian staff, by location

Duty station	*Current*	*Proposed*	*Increase*
Bamako	1 028	1 036	8
Gao	217	295	78
Kidal	139	154	15
Menaka	2	22	20
Mopti	129	160	31
Tessalit	24	29	5
Timbuktu	186	216	30
Diabaly		5	5
Total	**1 725**	**1 917**	**192**

Proposed new posts

37. The Secretary-General proposes to establish a Risk Management Officer, P-4 post in the Office of the Chief of Staff, who would be responsible, inter alia, for the alignment of internal control measures against identified risks and the integration of risk management into all aspects of strategic and operational Mission planning and operations. The incumbent would also participate in the development of the Mission concept, integrated strategic framework or similar planning documents. The Mission also intends to establish a Risk Management and Compliance Unit in the Office of the Director of Mission Support that would comprise two international posts (one reassigned P-4 post and one newly established Field Service post). **While welcoming the efforts to manage risk, the Advisory Committee notes potential redundancy. Moreover, the Committee is of the opinion that risk management is a new activity of the Mission, which should be approached in a progressive and phased manner, starting with the establishment of the dedicated unit under the authority of the Director of Mission Support. Therefore, the Committee recommends against the establishment of a Risk Management, P-4 post in the**

[1] The establishment of a large Central Warehouse Unit is in line with the recommendation of the Board of Auditors to improve MINUSMA property management.

Office of the Chief of Staff. Any related operational costs should be adjusted accordingly.

38. The Secretary-General proposes to establish three new international posts (2 P-5 and 1 P-4) in MINUSMA's Political Affairs Division, which has a currently authorized strength of 48 posts and positions. It is proposed that two of these new posts (1 P-5 and 1 P-4) would be located in field duty stations (Mopti and Timbuktu), while one post, at the P-5 level, would be located in Bamako to support the Office of the High Representative of the President for the implementation of the peace agreement. The incumbent would be in charge of planning and coordinating the implementation of the peace agreement, liaising with senior officials of the Government of Mali and supporting the full implementation of the agreement by the Government of Mali by backstopping the planning processes and interministerial coordination. **Considering that both the leadership and the Political Affairs Division of MINUSMA have a significant number of senior staff located in Bamako to support the implementation of the peace agreement, the Advisory Committee recommends against the establishment of a Political Affairs Officer P-5 post in the Political Affairs Division at Mission headquarters. Any related operational costs should be adjusted accordingly. The Advisory Committee recommends approval of the other proposed posts in the Political Affairs Division.**

39. The Secretary-General proposes the establishment of nine international posts (2 P-4, 2 P-3 and 5 Field Service) and two national posts (1 National Professional Officer and 1 National General Service) in the Office of the Director of Mission Support. **As the Secretary-General's proposal reflects a delegation of authority to new units, including the Business Performance Management Unit, the Occupational Health and Safety Unit, the Risk Management and Compliance Unit and the Welfare Unit, the Advisory Committee considers that the front office of the Director of Mission Support does not need an additional Field Service post. In addition, the Committee considers that the Business Performance Management Unit and the Occupational Health and Safety Unit should be deployed in a phased manner and do not require a complement of two international posts (one P-4 and one Field service each). The Committee is not convinced of the requirement for one Business Intelligence Officer and one Occupational Health and Safety Officer at the Field Service level. Therefore, the Advisory Committee recommends against the establishment of one Field Service post in the front office of the Director of Mission Support, one Field Service post in the Business Performance Management Unit and one Field Service post in the Occupational Health and Safety Unit. Any related operational costs should be adjusted accordingly. The Advisory Committee recommends approval of the other proposed posts in the Office of the Director of Mission Support.**

40. The Secretary-General proposes to establish nine international posts (1 P-4, 5 P-3 and 3 Field Service) and three United Nations Volunteer positions in the Joint Mission Support Centre, which currently has an authorized staffing of 32 posts and positions. It is proposed that the Centre be strengthened, notably at the regional office level, through the establishment of three P-3 Logistics Officer posts to be located one each in Bamako, Kidal and Timbuktu. **Considering that the tasks of the proposed posts in Timbuktu and Kidal would include the logistics functions currently being performed by the Regional Administrative Officers there, the Advisory Committee is of the view that these two proposed posts are not justified. Therefore, the Advisory Committee recommends against the establishment of two Logistics Officer P-3 posts in the Joint Mission Support Centre. Any related operational costs should be adjusted accordingly. The**

Advisory Committee recommends approval of the other proposed posts and positions in the Joint Mission Support Centre.

41. The Secretary-General proposes to establish seven international posts (4 P-4 and 3 Field Service) and 32 national posts (1 National Professional Officer and 31 national General Service) in the Engineering Section, which currently has an authorized staffing of 96 posts and positions. The proposal includes the deployment of four Regional Engineering Officer P-4 posts, including two posts in Kidal, one post in Gao and one post in Timbuktu. **The Advisory Committee is of the view that the deployment of two Regional Engineering Officer posts in Kidal, as opposed to one in the other regional offices, is not justified and therefore recommends against the proposed establishment of one Regional Engineering Officer, P-4 post. Any related operational costs should be adjusted accordingly. The Advisory Committee recommends approval of the other proposed posts in the Engineering Section.**

42. The Secretary-General proposes to establish five Field Service posts and one United Nations Volunteer position in the Transport Section, which currently has an authorized staffing of 108 posts and positions. The report indicates that, with the expansion of the military and police components, the Mission plans to establish two new workshops for maintenance and repair of vehicles and vehicular equipment. In this context, the Mission proposes strengthening the Transport Section through the establishment of two posts of Vehicle Technician (one each in Gao and Ménaka) and three posts of Transport Assistant (two in Gao and one in Tessalit). At the same time, the Mission is proposing to reassign one Field Service post and two national General Service posts from the Transport Section to the Central Warehouse Unit (see para. 47 below). **With regard to the proposed establishment of three Field Service posts in Gao (one Vehicle Technician and two Transport Assistant), the Advisory Committee is not convinced that the requirement for three new posts in Gao is justified when only one new post would be located in each of the other two duty stations, and when it is proposed to reassign posts from the Transport Section. Taking these elements into account, the Advisory Committee recommends against the establishment of two Transport Assistant Field Service posts to be located in Gao. Any related operational costs should be adjusted accordingly. The Advisory Committee recommends approval of the other proposed posts in the Transport Section.**

43. The Secretary-General's report indicates that the Mission is establishing a Supply Chain Management pillar to replace the Supply Section. In this context, it is proposed to redeploy 70 posts and positions (1 P-4, 3 P-3, 23 Field Service, 37 national General Service staff and 6 United Nations Volunteer) and to reassign one P-5 post. The proposed Supply Chain Management pillar would comprise the Centralized Acquisition Unit, the Procurement Section, the Property Management Section, the Central Warehouse Unit the Life Support Unit (in charge of fuel and rations) and the Movement Control Section. In order to effectively manage the new structure, the Mission proposes to create the Office of the Chief of Supply Chain Management, which would comprise three new international posts (1 D-1, 1 P-3 and 1 Field Service). This Office would have two Administrative Assistant posts: one new Field Service post and one national General Service post redeployed from the Supply Section. **In view of the limited size of the new Office and the need to generate efficiencies from the proposed restructuring, the Advisory Committee considers that the requirement for two Administrative Assistants is not justified. Therefore, the Committee recommends against the establishment of one Administrative Assistant post, at the Field Service level, in the Office of the Chief of Supply Chain Management. Any operational costs should be adjusted**

accordingly. The Advisory Committee recommends approval of the other proposed posts in the Office of the Chief of Supply Chain Management.

44. The Secretary-General proposes to establish six international posts (1 P-4, 1 P-3 and 4 Field Service) in the Movement Control Section and to redeploy two Field Service posts from that Section, which currently has an authorized staffing of 75 posts and positions, to the Central Passenger Booking Unit. The Advisory Committee also notes a proposed net increase of two national posts in the Movement Control Section. **Given the number of existing posts and positions, the Advisory Committee considers that the proposed establishment of three Movement Control Assistant posts, at the Field Service level, is not justified. Consequently, the Advisory Committee recommends against the establishment of three Movement Control Assistant posts, at the Field Service level, in the Movement Control Section. Any related operational costs should be adjusted accordingly. The Advisory Committee recommends approval of the other proposed posts in the Movement Control Section.**

45. The Secretary-General indicates that he is proposing the establishment of a Central Warehouse Unit, which would include 19 international posts (redeployed or reassigned); 35 national General Service posts (four posts to be established and 31 posts to be redeployed or reassigned); and 9 positions of United Nations Volunteer (redeployed or reassigned). The Unit will be responsible for the management of all the Mission's warehouses, assets and inventories and in particular for the operations of the two main warehouses, in Gao and Bamako, and of small warehouses in Kidal, Timbuktu and Mopti. The Advisory Committee notes that a total of 63 posts and positions are being proposed for the new Central Warehouse Unit. **The Advisory Committee is of the view that the establishment of four Supply Assistant posts at the national General Service level is not fully justified. Any related operational costs should be adjusted accordingly.**

46. The Secretary-General's report indicates that it is proposed to establish a Life Support Unit, which would be responsible for the overall management of fuel and rations in respect of 14,789 military and formed police personnel, including compact ration packs and bottled water. The new unit would comprise 14 redeployed international posts, 17 national General Service posts (one post to be established and 16 redeployed posts) and four United Nations Volunteer positions (one position to be established and 3 redeployed positions). The net staffing increase is related to the proposed establishment of one national General Service staff post and one United Nations Volunteer position of Rations Assistant, to be based in Mopti. **The Advisory Committee considers that the establishment of one post and one position in the same duty station to perform the same tasks of Rations Assistant is not justified. Therefore, the Advisory Committee recommends against the establishment of one Rations Assistant United Nations Volunteer position, in the Life Support Unit. Any related operational costs should be adjusted accordingly. The Advisory Committee recommends approval of the other staffing proposals related to the Life Support unit.**

47. In summary, regarding the Secretary-General's proposal to establish 192 posts and positions in MINUSMA during the 2017/18 period, the Advisory Committee recommends against the establishment of 22 posts and positions and recommends approval of 170 posts and positions.

Reassignments

48. The Secretary-General proposes to reassign 13 posts and positions within MINUSMA (2 P-5, 1 P-4, 2 Field Service, 1 National Professional Officer, 6 national General Service and 1 United Nations Volunteers). One Chief of Property

Management P-5 post would be reassigned from the Property Management Section to the Central Warehouse Unit; one Chief Supply Officer, P-5, would be reassigned from the Supply Section to the regional administrative offices; one Administrative Officer P-4 post, would be reassigned from the Office of the Director of Mission Support to the Risk Management and Compliance Unit; five Telecommunications Assistant posts (one Field Service level and four national General Service), would be reassigned from the Geospatial Information and Telecommunications Technology Section to the Central Warehouse Unit, three Transport Assistant posts (one Field Service and two national General Service) would be reassigned to the Central Warehouse Unit, one Engineer (Electrical/Mechanical) post (National Professional Officer), would be reassigned from the Engineering Section to the Centralized Acquisition Unit and one Supply Assistant United Nations Volunteer position would be reassigned from the Engineering Section to the Central Warehouse Unit.

49. The Advisory Committee is of the view that any reassignment involving a change of functions should be considered equivalent to the abolishment of a current post and establishment of a new post, and therefore subject to the procedures applicable to new posts with respect to, inter alia, the requirement for full justification of their functions, the recruitment and selection process and the application of a vacancy factor of 50 per cent in the first year of their establishment. Further observations and recommendations of the Committee concerning post reassignments and redeployments are included in its report on cross-cutting issues (A/71/836).

50. In the case of MINUSMA, the Advisory Committee considers that the proposed reassignment of an Engineer (Electrical/Mechanical), at the National Professional Officer level, from the Engineering Section to the Centralized Acquisition Unit entails a complete change of functions, which is not justified. Similarly, the proposed reassignment of two Supply Assistant posts, at the Field Service level, from the Geospatial Information and Telecommunications Technology Section and the Transport Section, respectively, to the Central Warehouse Unit would also entail a complete change of functions. **Consequently, the Advisory Committee recommends against three reassignments (two Field Service posts of Telecommunications Assistant and Transport Assistant, as well as one National Professional Officer post of Engineer (Electrical/Mechanical)) and recommends the abolishment of the three posts. Any related operational costs should be adjusted accordingly.**

51. **The Advisory Committee recommends the approval of the 10 other proposed reassignments (two P-5 posts of Chief of Property Management and Chief Supply Officer, one P-4 post of Administrative Officer, six national General Service posts including four of Telecommunications Assistant and two of Transport Assistant and one United Nations Volunteer position of Supply Assistant). The Committee recommends also the application of a vacancy rate of 50 per cent to these reassignments. Any related operational costs should be adjusted as appropriate.**

Abolishments and reclassification

52. The Secretary-General proposes to abolish five posts in the Budget and Finance Section (4 Field Service and 1 national General Service), owing to efficiency gains linked to automation following the implementation of Umoja cluster 5 (A/71/842, para. 113); and one post of Human Resource Officer (Field Service (Principal level)), in the Office of the Deputy Director of Mission Support, which the Mission did not manage to fill in the absence of a roster for Human Resources Officers at that level. It is proposed instead to establish a Human Resources Officer at the P-4 level (A/71/842, para. 112). The Secretary-General also

proposes to reclassify a Budget Officer post from the P-3 to the P-4 level. **The Advisory Committee recommends approval of the proposed abolishment and reclassification of posts.**

53. **Subject to the observations and recommendations contained in paragraphs 37 to 46, 50 and 51 above, the Advisory Committee recommends approval of the staffing changes and requested resources for civilian personnel.**

3. Operational costs

(United States dollars)

	Apportioned 2016/17	*Proposed 2017/18*	*Variance*
Operational costs	421 973 800	470 835 400	(48 861 600)

54. The estimated requirements for operational costs from 1 July 2017 to 30 June 2018 would amount to $470,835,400, representing an increase of $48,861,600, or 11.6 per cent compared with the apportionment for 2016/17. The increased requirements would be attributable mainly to the following:

(a) Air operations: an increase of $24,486,100, or 14.8 per cent, would result from the deployment of six additional rotary-wing aircraft as well as higher levels of flight hours (16,571 flying hours in the 2016/17 period compared to 20,248 proposed hours in the 2017/18 period) combined with the consequential higher volume of consumption of aviation fuel. Upon enquiry, the Advisory Committee was informed that of the six additional helicopters, two aeromedical evacuation/search-and-rescue specialized helicopters had already been deployed to Timbuktu and Kidal, while four medium utility helicopters would provide additional logistical support to the Mission. The air operations would then include 38 manned aircraft, including 9 fixed-wing and 29 rotary-wing aircraft;

(b) Facilities and infrastructure: an increase of $22,360,200 or 23.5 per cent, would result from the following: (i) the acquisition of prefabricated facilities for the establishment of integrated headquarters and regional offices, as well as the extension of several camps; (ii) the greater use of outsourcing contracts for the management of solid, biomedical, wastewater and sludge wastes; (iii) increased expenditure for field defence supplies owing to the need to reinforce the security infrastructure in the camps; (iv) increased consumption of diesel fuel in the context of the higher number of generators in use due to the increase in the deployment of Mission personnel; and (v) the acquisition of generators and electrical equipment;

(c) Other supplies, services and equipment: an increase of $6,910,400 or 8.4 per cent would result mostly from the provision for other programmatic activities with respect to human rights and rule of law and security institutions and increased requirements for freight and related costs in the context of the Mission's acquisition programme;

(d) Medical: an increase of $1,155,400 or 22.8 per cent would result from the establishment of contractual arrangements for a level II medical facility in Niamey and the completion of the installation of five United Nations-owned level I clinics;

(e) Consultants: an increase of $260,900 or 40.1 per cent owing to the Mission's prorated share of the cost for the Rapid Environment and Climate Technical Assistance Facility.

55. The proposed increases in requirements would be partially offset by reduced requirements under information technology, ground transportation, communications and naval transportation.

Official travel

56. The proposed budget includes a provision of $4,746,000 for official travel, representing a negligible decrease of $500, or close to 0 per cent, compared with the apportionment for 2016/17. From the detail provided to the Advisory Committee, it notes that the proposed requirements for travel outside the mission area includes a significant number of trips to attend specialized workshops, conferences or annual meetings. For instance, the HIV/AIDS Unit plans to have one person travel to four different conferences and workshops, held in Nairobi, New York, Vancouver (Canada) and Bordeaux (France), for a total amount of $13,752 during the reporting period; the Security Sector Reform and Disarmament, Demobilization and Reintegration Section intends to have two persons travel to two annual workshops of security sector reform chiefs and senior practitioners in New York, as well as on four trips lasting five days each, amounting to $14,872; the Human Rights Division proposes to send one person to the annual meetings of the heads of field presence in both New York and Geneva, for a total of $15,834; and the Justice and Corrections Section would have two persons travel to a conference of the International Corrections and Prisons Association, in Oslo, for a total of $11,560.

57. The Advisory Committee also notes extensive travel requirements for political consultations, which are not always clearly explained. For instance, the Political Affairs Division plans to send one person on four trips to Addis Ababa to meet political actors, for an amount of $14,280; the Force Commander and two other persons intend to visit seven troop-contributing countries or the G-5 Sahel, totalling 21 trips for $25,200. In addition, some travel, while clearly related to the Mission's mandate, carries significant costs. For instance, the Joint Mission Support Centre plans to send three persons on six predeployment visits to Dakar, lasting seven days each, for a total of 54 trips at a cost of $125,388, to ensure that the contingent-owned equipment of troop- and police-contributing countries complies with the obligations in the memorandum of understanding.

58. **The Advisory Committee reiterates that resources for official travel should be utilized judiciously in the interest of the Organization. The Committee recalls that the primary consideration in authorizing official travel should be whether direct face-to-face contact is necessary for mandate implementation. The Committee is of the view that consolidation of travel requirements should be made. Consequently, the Advisory Committee recommends a 20 per cent reduction to the proposed travel expenditures outside the mission area, in the amount of $253,200.**

Facilities and infrastructure

59. The proposed budget includes a provision of $117,699,200 for facilities and infrastructure, representing an increase of $22,360,200, or 23.5 per cent, compared with the apportionment for 2016/17. The Advisory Committee notes significant cases of underexpenditures for some of the items under facilities and infrastructure. For example, an amount of $45,701,000 was apportioned for architectural and demolition services in 2015/16, when the actual expenditures amounted for $624,300 only; for the current period, $8,400,000 had been apportioned when the expenditures as at 28 February 2017 were apparently zero. Similar expenditure patterns appear under acquisition of safety equipment and spare parts and supplies.

60. With regard to utilities and waste services, as mentioned in paragraph 59 above, the Secretary-General indicates in his report that the provision of $18,772,900 for these services, which would represent an increase of $6,932,700, or 58.6 per cent, compared to the apportionment for 2016/17, is related to the greater use of outsourcing contracts for the management of solid, biomedical, wastewater and sludge wastes in order to comply with the Mission's environmental impact mandate (A/71/842, para. 160). The Advisory Committee notes that the proposed increased requirements for camp maintenance are not compensated by any reduction in similar in-house activities. Rather, the Secretary-General is proposing to establish one new post in the Environmental Unit and eight new posts in the Engineering Section. **In the view of the Advisory Committee, outsourced activities should lead to efficiency gains. Therefore the Committee recommends that the General Assembly request the Secretary-General to undertake a cost-benefit analysis of the proposed changes regarding utilities and waste disposal and a review of the proposed staffing of the Environmental Unit and Engineering Section, and reflect those in his next budget proposal.**

61. With regard to construction projects, the Advisory Committee was informed that the planning of future construction is driven by operational requirements. According to the Secretary-General, in 2015/16, the expenditure for constructions amounted to $78 million, while for the 2016/17 period, construction costs are estimated at $42 million, reflecting the infrastructure necessary to receive additional troops as authorized by Security Council resolution 2295 (2016). As regards the 2017/18 period, the Secretary-General is proposing construction project costs that would amount to $8.4 million. The Secretary-General's report underlines that some of the major projects for 2017/18 are related to air transportation, including: (a) the relocation of the runway in Kidal, amounting to $0.68 million; (b) the extension of the apron at Gao airport, in the amount of $1.7 million; (c) the rehabilitation of a runway in Gao, which will be finalized in the first half of the 2017/18 period; (d) the extension of the apron at Mopti airfield and installation of a maintenance hangar, amounting to $1 million; and (e) the renovation of the apron at Bamako airport (A/71/842, para. 28).

62. **In view of the issues described in the paragraphs above and based on past expenditure patterns, the Advisory Committee considers that the proposed requirements for facilities and infrastructure in 2017/18 are unrealistic. Consequently, the Advisory Committee recommends a reduction of $11,180,100 (or 50 per cent) to the proposed increase in resources for facilities and infrastructure.**

Unmanned aerial systems

63. The Advisory Committee was informed that MINUSMA plans to use 22 unmanned aerial systems, with 47 unmanned aerial vehicles, including medium altitude long-range, short-range and miniature unmanned aerial systems, for a total cost of $26,095,930 in 2017/18. These systems were procured through eight letters of assist with troop-contributing countries and placed under the tasking authority of the Force Commander, with the exception of a system composed of two units and three vehicles, which was procured commercially and placed under the tasking authority of the Director of Mission Support.

64. The Advisory Committee was also informed that the vast majority of the cost for unmanned aerial systems in 2017/18 would result from two systems: the commercially-procured Hermes 900 (medium altitude long-range), which would cost $21,652,806, and the Shadow 200 (short-range), which would cost $3,226,800 and was procured through a letter of assist. Upon request, the Committee was provided with the data on utilization of those two systems, which show that they

were operational 61.8 per cent and 64.2 per cent of the time, respectively, between 1 July 2016 and 28 February 2017. **In view of the underutilization of these systems, the Advisory Committee recommends a 10 per cent reduction to the proposed requirements for unmanned aerial systems.**

Public information services and printing and reproduction

65. The report of the Secretary-General reflects underexpenditures related to public information services, printing and reproduction during the past and current periods: as for 2015/16, $1,332,500 was apportioned for these services, when the expenditure amounted to $249,700; in the current period, $1,238,000 was apportioned, while the expenditure, as at 28 February 2017, amounted to $208,100. The Secretary-General is proposing for 2017/18 the same level of resources as in 2016/17. **In view of the pattern of underexpenditure, the Advisory Committee recommends a reduction of $1,000,000 to the proposed requirements for public information services and printing and reproduction.**

Programmatic activities and quick-impact projects

66. The programmatic activities of the Mission include mine detection and mine-clearing services with an estimated resource requirement of $55 million for 2017/18. Upon enquiry, the Advisory Committee was informed that these activities are implemented by the United Nations Mine Action Service via the United Nations Office for Project Services. A memorandum of understanding between the Secretariat and the United Nations Office for Project Services governs the financial agreement (see also A/71/836).

67. The programmatic activities for 2017/18 also include a disarmament, demobilization and reintegration programme, for which the proposed resource requirements amount to $12,028,000. The Secretary-General indicates in his report that the programme supports the implementation of community violence reduction and community-based socioeconomic reinsertion projects for 10,000 former combatants, associate members and community members, including women, youths at risk and special need groups as a stop gap measure (A/71/842, para. 143). Other programmatic activities include proposed projects in the areas of: (a) rule of law and security institutions, amounting to $4,055,800; and (b) human rights and stabilization and recovery, in the amount of $857,000 (A/71/842, para. 148).

68. The Mission is also proposing to implement 80 quick-impact projects for a total amount of $4 million in 2017/18, compared with 60 projects for the same amount in the current period (A/71/842, para. 146).

69. **Subject to the observations and recommendations contained in paragraphs 37 to 46, 50, 51 (as the recommended staffing changes affect the operational costs) as well as 58, 60, 62, 64 and 65 above, the Advisory Committee recommends approval of the resources for operational costs.**

V. Conclusion

70. The actions to be taken by the General Assembly in connection with the financing of MINUSMA for the period from 1 July 2015 to 30 June 2016 are indicated in paragraph 82 of the performance report (A/71/690). **The Advisory Committee recommends that the unencumbered balance of $112,000 for the period from 1 July 2015 to 30 June 2016, as well as other revenue and adjustments in the amount of $31,534,100 for the same period, be credited to Member States.**

71. The actions to be taken by the General Assembly in connection with the financing of MINUSMA for the period from 1 July 2017 to 30 June 2018 are indicated in section IV of the proposed budget (A/71/842). **Taking into account its recommendations in paragraphs 31, 37 to 46, 50, 51, 58, 60, 62, 64 and 65 above, the Advisory Committee recommends that the General Assembly appropriate the amount of $1,060,867,900 for the maintenance of MINUSMA for the 12-month period from 1 July 2017 to 30 June 2018, should the Security Council decide to extend the mandate of the mission beyond 30 June 2017.**

Documentation

- Budget performance of the United Nations Multidimensional Integrated Stabilization Mission in Mali for the period from 1 July 2015 to 30 June 2016 (A/71/690)
- Budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali for the period from 1 July 2017 to 30 June 2018 (A/71/842)
- Report of the Advisory Committee on Administrative and Budgetary Questions on the budget performance for the period from 1 July 2014 to 30 June 2015 and proposed budget for the period from 1 July 2016 to 30 June 2017 of the United Nations Multidimensional Integrated Stabilization Mission in Mali (A/70/742/Add.2)
- Financial report and audited financial statements for the 12-month period from 1 July 2015 to 30 June 2016 and report of the Board of Auditors, Volume II, United Nations peacekeeping operations (A/71/5 (Vol. II))
- Report of the Advisory Committee on Administrative and Budgetary Questions on the report of the Board of Auditors on the accounts of the United Nations peacekeeping operations and report of the Secretary-General on the implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2016 (A/71/845)
- Security Council resolutions 2227 (2015) and 2295 (2016)
- General Assembly resolution 70/113 B on the financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Annex

Summary of proposed changes

1 July 2017 to 30 June 2018

Component/office/section/unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
Executive direction and management						
Office of the Chief of Staff	+1	P-4	Risk Management Officer	Establishment		
	+1					
Office of the Head of Field Office	+1	P-5	Senior Planning Officer	Establishment		
	+2	P-4	Coordination Officers	Establishment		
	+3					
Joint Operations Centre	+2	P-3	Joint Operations Officers	Establishment		
	+2					
Strategic Communications and Public Information Division	+2	NPO	Public Information Officers	Establishment		
	+2					
Board of Inquiry Unit	+1	P-4	Chief of Board of Inquiry Officer	Establishment		
	+1					
Component 1						
Political Affairs Division	+2	P-5	Political Affairs Officers	Establishment		
	+1	P-4	Political Affairs Officer	Establishment		
	+3					
Component 4						
Stabilization and recovery	+1	UNV	Cultural Officer	Redeployment	Environmental Unit	Office of Stabilization and Early Recovery
	+1					

Component/office section/unit	Number	Level	Functional title	Post action	From	To
Component 5						
Office of the Director of Mission Support						
Welfare	+1	P-3	Welfare Officer	Redeployment	Medical Services	Welfare
	+3	NPO	Welfare Officers	Redeployment	Medical Services	Welfare
	+1	NGS	Welfare Assistant	Redeployment	Medical Services	Welfare
	+2	UNV	Welfare Officers	Redeployment	Medical Services	Welfare
	+7					
Office of the Director of Mission Support	-1	P-4	Administrative Officer	Reassignment	Office of the Director of Mission Support	Risk Management and Compliance Unit
	+1	FS	Administrative Assistant	Establishment		
	–					
Risk Management and Compliance Unit	+1	P-4	Chief/Risk Management and Compliance Unit	Reassignment	Office of the Director of Mission Support	Risk Management and Compliance Unit
	+1	FS	Administrative and Risk Management and Compliance Assistant	Establishment		
	+2					
Business Performance Management Unit	+1	P-4	Chief/Business Analyst	Establishment		
	+1	FS	Business Intelligence Officer	Establishment		
	+2					
Occupational Health and Safety Unit	+1	P-4	Chief/Occupational Health and Safety	Establishment		
	+1	FS	Occupational Health and Safety Officer	Establishment		
	+1	NGS	Occupational Health and Safety Assistant	Establishment		
	+3					

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
Aviation Safety Section	+2	P-3	Aviation Safety Officers	Establishment		
	+1	FS	Aviation Safety Officer	Establishment		
	+3					
Environmental Unit	+1	NPO	Environmental Officer	Establishment		
	-1	UNV	Cultural Officer	Redeployment	Environmental Unit	Office of Stabilization and Early Recovery
	–					
Deputy Director of Mission Support						
Human Resources Section	+1	P-4	Human Resources Officer	Establishment		
	-1	FS	Human Resources Officer	Abolishment		
	–					
Budget and Finance Section	-3	FS	Finance and Budget Officers	Abolishment		
	-1	FS	Finance and Budget Assistant	Abolishment		
	-1	NGS	Finance and Budget Assistant	Abolishment		
	-5					
Joint Mission Support Centre	+1	P-4	Logistics Officer	Establishment		
	+4	P-3	Logistics Officers	Establishment		
	+1	P-3	Contingent-owned Equipment Officer	Establishment		
	+3	FS	Logistics Assistants	Establishment		
	+1	UNV	Contingent-owned Equipment Assistant	Establishment		
	+2	UNV	Logistics Assistants	Establishment		
	+12					

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
Regional administrative offices	+1	P-5	Regional Administrative Officer	Reassignment	Supply Section	Regional administrative offices
	+1	P-5	Regional Administrative Officer	Establishment		
	+1	UNV	Administrative Officer	Establishment		
	+3					
Service Delivery Section						
Geospatial Information and Telecommunications Technology Section	+1	P-3	Information Systems Officer	Establishment		
	+1	P-2	Associate Geographic Information Systems Officer	Establishment		
	-2	FS	Telecommunications Officers	Redeployment	Bamako	Gao, Menaka
	-1	FS	Telecommunications Technician	Redeployment	Bamako	Gao
	-1	FS	Information Systems Assistant	Redeployment	Bamako	Menaka
	+2	FS	Telecommunications Officers	Redeployment	Bamako	Gao, Menaka
	+1	FS	Telecommunications Technician	Redeployment	Bamako	Gao
	+1	FS	Information Systems Assistant	Redeployment	Bamako	Menaka
	-1	FS	Telecommunications Assistant	Reassignment	Geospatial Information and Telecommunications Technology Section	Central Warehouse Unit
	-4	NGS	Telecommunications Assistants	Reassignment	Geospatial Information and Telecommunications Technology Section	Central Warehouse Unit
	-1	UNV	Telecommunications Assistant	Redeployment	Bamako	Gao
	+1	UNV	Telecommunications Assistant	Redeployment	Bamako	Gao
	-3					

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
Engineering Section	+3	P-4	Regional Engineering Officers	Establishment		
	+1	P-4	Engineer	Establishment		
	+2	FS	Engineering Technicians	Establishment		
	+1	FS	Engineering Assistant/ Generator Mechanic	Establishment		
	-2	FS	Engineering Officer and Assistants	Redeployment	Bamako	Timbuktu, Mopti
	-1	FS	Engineering Assistant	Redeployment	Timbuktu	Bamako
	-1	FS	Engineering Assistant	Redeployment	Kidal	Mopti
	+2	FS	Engineering Officer and Assistants	Redeployment	Bamako	Timbuktu, Mopti
	+1	FS	Engineering Assistant	Redeployment	Timbuktu	Bamako
	+1	FS	Engineering Assistant	Redeployment	Kidal	Mopti
	+1	NPO	Water and Sanitation Engineer	Establishment		
	-1	NPO	Engineer (Electrical/ Mechanical)	Reassignment	Engineering Section	Centralized Acquisition Unit
	-1	NPO	Engineering Officer	Redeployment	Bamako	Timbuktu
	-1	NPO	Engineering Officer	Redeployment	Mopti	Gao
	+1	NPO	Engineering Officer	Redeployment	Bamako	Timbuktu
	+1	NPO	Engineering Officer	Redeployment	Mopti	Gao
	-4	NGS	Engineering Assistants	Redeployment	Timbuktu	Bamako
	-2	NGS	Engineering Assistants	Redeployment	Tessalit	Bamako, Kidal
	-1	NGS	Engineering Assistant	Redeployment	Mopti	Bamako
	+4	NGS	Engineering Assistants	Redeployment	Timbuktu	Bamako
	+2	NGS	Engineering Assistants	Redeployment	Tessalit	Bamako, Kidal
	+1	NGS	Engineering Assistant	Redeployment	Mopti	Bamako
	+2	NGS	Heating, Ventilation and Air Conditioning Technicians	Establishment		
	+4	NGS	Engineering Technicians (Water and Sanitation)	Establishment		
	+1	NGS	Budget Assistant	Establishment		

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
	+5	NGS	Generator Technicians	Establishment		
	+13	NGS	Engineering Assistants	Establishment		
	+1	NGS	Facilities Management Assistant	Establishment		
	+3	NGS	Heating, Ventilation and Air Conditioning Assistants	Establishment		
	+1	NGS	Electrician	Establishment		
	+1	NGS	Water and Sanitation Assistant	Establishment		
	-1	UNV	Engineering Assistant	Reassignment	Engineering Section	Central Warehouse Unit
	+37					
Aviation Section	+2	P-4	Air Operations Officers	Establishment		
	+2	FS	Air Operations Officers	Establishment		
	+5	FS	Air Operations Assistants	Establishment		
	+9					
Transport Section	+2	FS	Vehicle Technicians	Establishment		
	+2	FS	Transport Assistants	Establishment		
	+1	FS	Transport Assistant	Establishment		
	-1	FS	Transport Assistant	Reassignment	Transport Section	Central Warehouse Unit
	-2	NGS	Transport Assistants	Reassignment	Transport Section	Central Warehouse Unit
	+1	UNV	Vehicle Technician/ Transport Assistant	Establishment		
	+3					
Central Passenger Booking Unit	+1	FS	Movement Control Officer	Redeployment	Movement Control Section	Central Passenger Booking Unit
	+1	FS	Movement Control Assistant	Redeployment	Movement Control Section	Central Passenger Booking Unit
	+4	NGS	Movement Control Assistants	Redeployment	Movement Control Section	Central Passenger Booking Unit

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
	+1	UNV	Movement Control Assistant	Redeployment	Movement Control Section	Central Passenger Booking Unit
	+7					
Medical Services and Staff Counselling Section	+1	P-3	Staff Counsellor	Establishment		
	-1	P-3	Welfare Officer	Redeployment	Medical Services	Welfare
	-3	NPO	Welfare Officers	Redeployment	Medical Services	Welfare
	-1	NGS	Welfare Assistant	Redeployment	Medical Services	Welfare
	-2	UNV	Welfare Officers	Redeployment	Medical Services	Welfare
	-6					
Supply Chain Management						
Office of the Chief of Supply Chain Management	+1	D-1	Chief/Supply Chain Management	Establishment		
	+1	P-3	Administrative Officer	Establishment		
	+1	FS	Administrative Assistant	Establishment		
	+1	NGS	Administrative Assistant	Redeployment	Supply Section	Office of the Chief of Supply Chain Management
	+4					
Movement Control Section	-1	P-5	Chief, Movement Control			
	+1	P-5	Chief, Movement Control	Redeployment	Bamako	Gao
	+1	P-4	Movement Control Officer	Establishment	Bamako	Gao
	+1	P-3	Movement Control Officer	Establishment		
	+1	FS	Movement Control Assistant	Establishment		
	+3	FS	Movement Control Officers	Establishment		
	-1	FS	Movement Control Assistant	Redeployment	Movement Control Section	Central Passenger Booking Unit
	-1	FS	Movement Control Assistant	Redeployment	Movement Control Section	Central Passenger Booking Unit

Component/office/section/unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
	-2	FS	Movement Control Officers	Redeployment	Bamako	Gao
	-1	FS	Administrative Officer	Redeployment	Bamako	Gao
	-6	FS	Movement Control Assistants	Redeployment	Bamako	Gao
	+2	FS	Movement Control Officers	Redeployment	Bamako	Gao
	+1	FS	Administrative Officer	Redeployment	Bamako	Gao
	+6	FS	Movement Control Assistants	Redeployment	Bamako	Gao
	-9	NGS	Movement Control Assistants	Redeployment	Bamako	Gao
	+9	NGS	Movement Control Assistants	Redeployment	Bamako	Gao
	+6	NGS	Movement Control Assistants	Establishment		
	-4	NGS	Movement Control Assistants	Redeployment	Movement Control Section	Central Passenger Booking Unit
	+1	UNV	Movement Control Assistant	Establishment		
	-1	UNV	Movement Control Assistant	Redeployment	Movement Control Section	Central Passenger Booking Unit
	-5	UNV	Movement Control Assistants	Redeployment	Bamako	Gao
	+5	UNV	Movement Control Assistants	Redeployment	Bamako	Gao
	+6					
Property Management Section	-1	P-5	Chief/Property Management Section	Reassignment	Property Management Section	Central Warehouse Unit
	+1	P-4	Regional Property Management Officer	Establishment		
	-1	P-3	Receiving and Inspection Officer	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
	-1	P-3	Property Disposal Officer	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	-1	FS	Receiving and Inspection Officer	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	-2	FS	Receiving and Inspection Assistants	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	-1	FS	Property Disposal Officer	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	-2	FS	Property Disposal Assistants	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	-5	NGS	Receiving and Inspection Assistants	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	-3	NGS	Property Disposal Assistants	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	-1	UNV	Receiving and Inspection Assistant	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	-1	UNV	Property Control and Inventory Assistant	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	-2	UNV	Property Disposal Assistants	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	-20					
Centralized Acquisition Unit	+1	P-4	Chief/Centralized Acquisition Unit	Reclassified		
	+1	P-3	Budget Officer	Redeployment	Supply Section	Centralized Acquisition Unit
	-1	P-3	Budget Officer	Reclassified		
	+3	FS	Planning and Acquisition Assistants	Redeployment	Supply Section	Centralized Acquisition Unit

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
	+1	FS	Planning and Acquisition Assistant	Redeployment	Supply Section	Centralized Acquisition Unit
	+1	NPO	Engineer (Electrical/ Mechanical)	Reassignment	Engineering Section	Centralized Acquisition Unit
	+1	NGS	Planning and Acquisition Assistant	Redeployment	Supply Section	Centralized Acquisition Unit
	+2	NGS	Planning and Acquisition Assistants	Redeployment	Supply Section	Centralized Acquisition Unit
	+9					
Central Warehouse Unit	+1	P-5	Chief/Property Management	Reassignment	Property Management Section	Central Warehouse Unit
	+1	P-3	Receiving and Inspection Officer	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	+1	P-3	Property Disposal Officer	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	+1	FS	Receiving and Inspection Officer	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	+2	FS	Receiving and Inspection Assistants	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	+1	FS	Property Disposal Officer	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	+2	FS	Property Disposal Assistants	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	+1	FS	Supply Assistant	Redeployment	Supply Section	Central Warehouse Unit
	+3	FS	Fuel Assistants	Redeployment	Supply Section	Central Warehouse Unit
	+4	FS	Supply Officers	Redeployment	Supply Section	Central Warehouse Unit
	+1	FS	Supply Assistant	Reassignment	Geospatial Information and Telecommunications Technology Section	Central Warehouse Unit
	+1	FS	Supply Assistant	Reassignment	Transport Section	Central Warehouse Unit

Component/office section/unit	Number	Level	Functional title	Post action	From	To
	+4	NGS	Supply Assistants	Establishment		
	+5	NGS	Receiving and Inspection Assistants	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	+3	NGS	Property Disposal Assistants	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	+17	NGS	Supply Assistants	Redeployment	Supply Section	Central Warehouse Unit
	+4	NGS	Supply Assistants	Reassignment	Geospatial Information and Telecommunications Technology Section	Central Warehouse Unit
	+2	NGS	Supply Assistants	Reassignment	Transport Section	Central Warehouse Unit
	+1	UNV	Receiving and Inspection Assistant	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	+1	UNV	Property Control and Inventory Assistant	Redeployment	Property Management Section/Receiving and Inspection Unit	Central Warehouse Unit
	+2	UNV	Property Disposal Assistants	Redeployment	Property Management Section/Property Disposal Unit	Central Warehouse Unit
	+3	UNV	Supply Assistants	Redeployment	Supply Section	Central Warehouse Unit
	+1	UNV	Fuel Assistant	Establishment		
	+1	UNV	Supply Assistant	Reassignment	Engineering Section	Central Warehouse Unit
	+63					
Life Support Unit	+1	P-4	Chief Life Support Unit	Redeployment	Supply Section	Life Support
	+1	P-3	Rations Officer	Redeployment	Supply Section	Life Support
	+1	P-3	Fuel Officer	Redeployment	Supply Section	Life Support
	+4	FS	Rations Assistants	Redeployment	Supply Section	Life Support
	+1	FS	Rations Officer	Redeployment	Supply Section	Life Support
	+1	FS	Fuel Officer	Redeployment	Supply Section	Life Support
	+5	FS	Fuel Assistants	Redeployment	Supply Section	Life Support
	+5	NGS	Rations Assistants	Redeployment	Supply Section	Life Support
	+11	NGS	Fuel Assistants	Redeployment	Supply Section	Life Support

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
	+1	NGS	Rations Assistant	Establishment		
	+1	UNV	Rations Assistant	Establishment		
	+1	UNV	Supply Assistant	Redeployment	Supply Section	Life Support
	+1	UNV	Fuel Assistant	Redeployment	Supply Section	Life Support
	+1	UNV	Rations Assistant	Redeployment	Supply Section	Life Support
	+35					
Supply Section	-1	P-5	Chief Supply Officer	Reassignment	Supply Section	Regional administrative offices
	-1	P-4	Supply Officer	Redeployment	Supply Section	Life Support
	-1	P-3	Budget Officer	Redeployment	Supply Section	Centralized Acquisition Unit
	-1	P-3	Rations Officer	Redeployment	Supply Section	Life Support
	-1	P-3	Fuel Officer	Redeployment	Supply Section	Life Support
	-5	FS	Fuel Assistants	Redeployment	Supply Section	Life Support
	-3	FS	Fuel Assistants	Redeployment	Supply Section	Central Warehouse Unit
	-1	FS	Fuel Officer	Redeployment	Supply Section	Life Support
	-4	FS	Rations Assistants	Redeployment	Supply Section	Life Support
	-1	FS	Rations Assistant	Redeployment	Supply Section	Centralized Acquisition Unit
	-1	FS	Rations Officer	Redeployment	Supply Section	Life Support
	-4	FS	Supply Officers	Redeployment	Supply Section	Central Warehouse Unit
	-1	FS	Supply Assistant	Redeployment	Supply Section	Central Warehouse Unit
	-3	FS	Supply Assistants	Redeployment	Supply Section	Centralized Acquisition Unit
	-2	NGS	Fuel Assistants	Redeployment	Supply Section	Centralized Acquisition Unit
	-17	NGS	Supply Assistants	Redeployment	Supply Section	Central Warehouse Unit
	-1	NGS	Budget Assistant	Redeployment	Supply Section	Centralized Acquisition Unit
	-1	NGS	Administrative Assistant	Redeployment	Supply Section	Office of the Chief of Supply Chain Management
	-5	NGS	Rations Assistants	Redeployment	Supply Section	Life Support

Component office section unit	*Number*	*Level*	*Functional title*	*Post action*	*From*	*To*
	-11	NGS	Fuel Assistants	Redeployment	Supply Section	Life Support
	-1	UNV	Fuel Assistant	Redeployment	Supply Section	Life Support
	-1	UNV	Supply Assistant	Redeployment	Supply Section	Life Support
	-1	UNV	Rations Assistant	Redeployment	Supply Section	Life Support
	-3	UNV	Supply Assistants	Redeployment	Supply Section	Central Warehouse Unit
	-71					
Security Section	+2	P-5	Security Coordination Officers	Establishment		
	+1	P-4	Security Coordination Officers	Establishment		
	+2	P-3	Security Coordination Officers	Establishment		
	+30	FS	Security Officers	Establishment		
	+1	FS	Security Coordination Analyst	Establishment		
	+30	NGS	Security	Establishment		
	+13	NGS	Security Officers	Establishment		
	+79					
Total	**+192**					
International	95					
National	89					
UNV	8					
Total	**192**					